



National Association of State Comptrollers

Virginia's Approach to Performance Leadership and Accountability



Jane N. Kusiak,
Executive Director

March 25, 2009

Agenda

Introduction to the Council on Virginia's Future

Virginia's Approach to Performance Leadership and Accountability

Concluding Remarks

Council Membership

The Honorable Timothy M. Kaine, Chairman

Governor, Commonwealth of Virginia

Mr. John O. (Dubby) Wynne, Vice Chairman

President & CEO (retired), Landmark Communications

General Assembly Members

The Honorable Ward L. Armstrong

Minority Leader, Virginia House of Delegates

The Honorable Charles J. Colgan, Sr.

President pro tempore & Chairman, Senate Finance Committee

Senate of Virginia

The Honorable H. Morgan Griffith

Majority Leader, Virginia House of Delegates

The Honorable William J. Howell

Speaker of the House, Virginia House of Delegates

The Honorable Yvonne B. Miller

Member, Finance Committee, Senate of Virginia

The Honorable Thomas K. Norment, Jr.

Minority Leader, Senate of Virginia

The Honorable Lacey E. Putney

Chairman, House Appropriations Committee

Virginia House of Delegates

The Honorable Richard L. Saslaw

Majority Leader, Senate of Virginia

Citizen & Business Community Members

The Honorable William D. Euille

Mayor, City of Alexandria

Mr. W. Heywood Fralin

CEO & President, Medical Facilities of America, Inc.

Mr. James F. McGuirk, II

President, AKLM Consulting, Inc.

Mr. Harris N. Miller

President & CEO, Career College Association

Dr. Edward G. Murphy

President & CEO, Carilion Health System

The Honorable Michael J. Schewel

Partner, McGuireWoods LLP

Cabinet Members

The Honorable Richard D. Brown

Secretary of Finance

The Honorable Aneesh P. Chopra

Secretary of Technology

Council on Virginia's Future: A Public-Private Vehicle for Virginia's Long-Term Governance

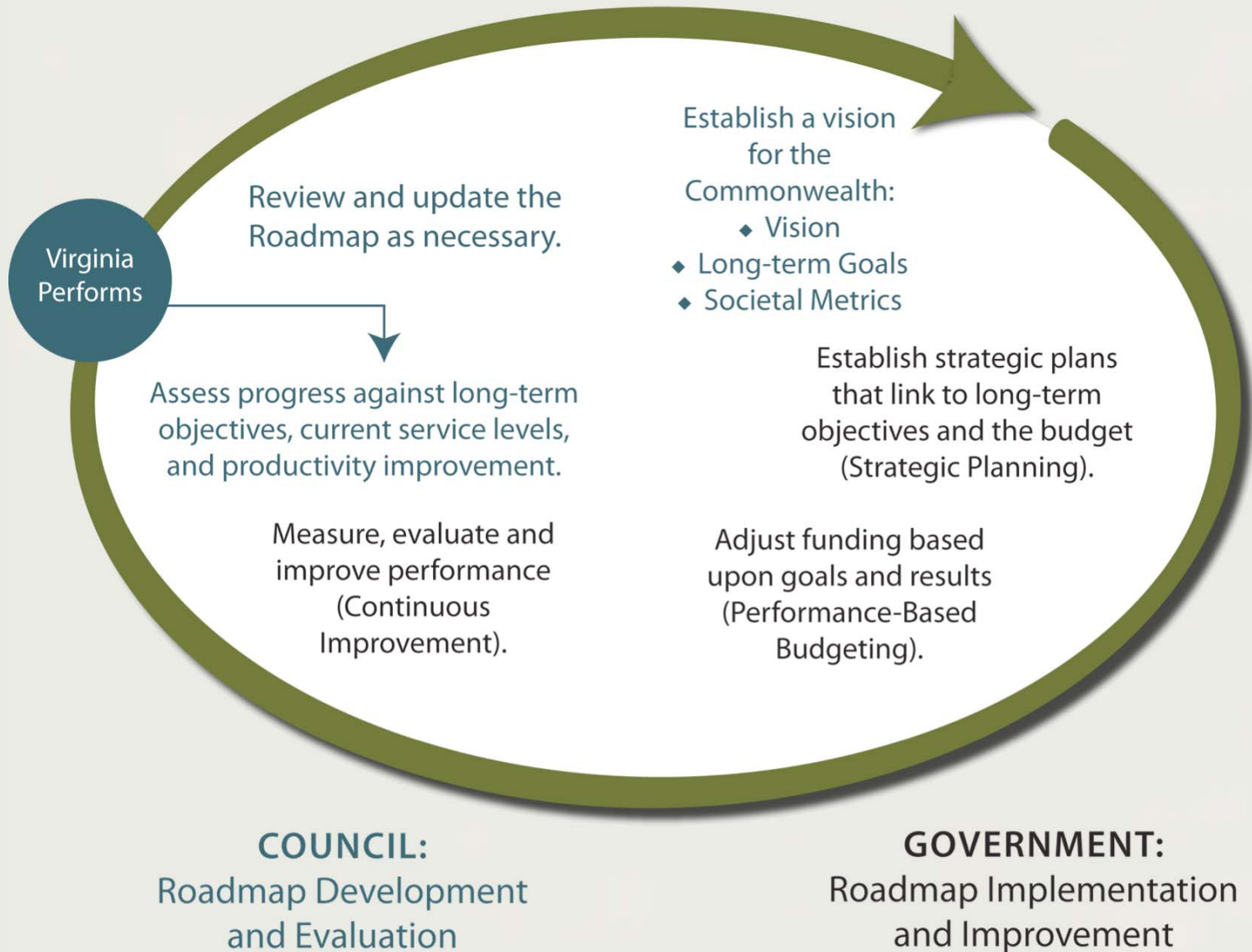
Origin

- The Council was established to serve as an advisory board to the Governor and the General Assembly.
- It is a forum where legislative, executive branch, and community leaders come together for work that transcends election cycles, partisanship, limited organizational boundaries, and short-term thinking.

Purpose

- Provide long-term focus on high priority issues.
- Create an environment for improved policy and budget decision-making.
- Increase government accountability, operations, and performance.
- Inform citizens about performance and engage them in dialogue about Virginia's future.

Roadmap for Virginia's Future



Highlights in the Evolution of the System

2005

- New strategic planning and budgeting approach; plans linked to the budget through “service areas.”

2006

- Agency key objectives and metrics focus on core missions and critical priorities.

2007

- Aligned key measures with societal indicators; linked budget decisions to performance.
- Launched Virginia Performs.
- Launched the Productivity Investment Fund.

Highlights in the Evolution of the System

2008

- Developed new productivity and administrative measures.
- Expanded the use of performance metrics in budget decision-making.
- Launched Hampton Roads Performs.
- Virginia received a top score in the *2008 Grading the States Report*:
 - As noted in the recent Pew Center on the States article, *Trade-off Time*, Virginia made effective use of performance data in making critical decisions – both targeted cuts and strategic investments – for its current budget.
- A third round of awards were made from the Productivity Investment Fund.

2009

- Continue integration of performance reporting with expenditures for key budgetary and programmatic initiatives.
- Enhance the state's partnership with the Pew Center on the States.
- Publish annual agency strategic reports to provide an integrated view of performance issues and opportunities for improvement.
- Initiate a special emphasis on educational attainment.



Virginia Received a Top Score (A-) in the "Grading the States 2008" Report

The Government Performance Project's Assessment included an 'A' for Information, including Strategic Direction and Managing and Budgeting for Performance

"Virginia is reaping the management and budgeting results of a comprehensive information gathering process. ...results are discussed in the contexts of current performance levels, historic performance levels and facts that affect Commonwealth-wide performance – and all are linked to measures and agency programmatic and management performance."

- A focus on outcomes and measurable results is leading to new ways of looking at programmatic and budget decision-making.
- With resources diminishing relative to need, agency leaders will need to accelerate change and become more customer- and results-driven. New productivity measures are strengthening the relationship between internal improvement investments and desired outcomes.

Virginia Performs Home Page (VaPerforms.virginia.gov)

Measuring what matters to Virginians

brought to you by the Council on Virginia's Future

Virginia Performs

VISION
FOCUS
RESULTS

Regions | Trends | Demographics | Map It
Agency Planning and Performance | Scorecard at a Glance

Economy

Education

Health & Family

Public Safety

Natural Resources

Transportation

Government & Citizens



SCORECARD



See how Virginia measures up.

**A message from
Virginia Governor Tim Kaine:**

The Commonwealth of Virginia is a spectacular place to live. We treasure the heritage and resources that contribute to our high quality of life, but it takes constant planning and fine tuning to maintain this quality and make needed improvements.

This website, brought to you by the Council on Virginia's Future, shows you how we measure the state's performance, plan for the future and monitor our progress. Explore the links above to see how we're working to make Virginia strong and healthy. Thanks for visiting.

Governor Tim Kaine

Agency Performance Plans



Key Objectives at a Glance

Explore by Secretariat how state agencies set and measure their performance goals and targets.

- Administration
- Agriculture & Forestry
- Commerce & Trade
- Education
- Finance
- Health & Human Resources
- Natural Resources
- Public Safety
- Technology
- Transportation

State Agencies

Explore performance measures by agency

Measuring Virginia

Virginia Performs shows you how the state is doing in areas that affect the quality of life for you and your family. Explore these pages ([main menu above](#)) to learn more about the Commonwealth's performance from region to region and compared to other states. For more about your own community, [try out our Map It tool](#). You can also see how Virginia state government is working on your behalf on our [Agency Planning and Performance pages](#).

Measuring What Matters

Hampton Roads Performs Debuts

Hampton Roads Performs is a new performance site that focuses on the Hampton Roads region of Virginia. A collaborative project between the Council on Virginia's Future and the Hampton Roads Partnership, the site shows how well the region is doing on a broad array of indicators; many of these measures are aligned with Virginia Performs, while others are unique to the region. [Check it out.](#)

Hampton Roads ★ Performs

State Agencies Take Aim at Productivity

Starting in 2009, state agencies will be adding a new type of goal to their strategic planning and performance measures: productivity. Virginia Performs productivity measures will be tied to a key process -- one that produces an agency's most important service or product and that has a significant impact on customers, budgets, or performance outcomes. Examples of these new productivity measures include:

Virginia Performs Architecture

Charting a Course for Excellence

LONG-TERM GOALS & SOCIETAL INDICATORS

Economy, Education
Health & Family,
Transportation,
Public Safety, Natural &
Cultural Resources

Government
and Citizens

Transforming
Virginia

Transforming
Government

AGENCY KEY OBJECTIVES & METRICS

Improving
Outcomes

Improving
Efficiency

PERFORMANCE, PRODUCTIVITY, AND ADMINISTRATIVE OBJECTIVES AND METRICS

Health & Family Examples

LONG-TERM GOAL

Inspire Healthy Living

SOCIETAL INDICATORS

Cardiovascular Disease
Obesity

AGENCY KEY MEASURES

- Reduce percentage of obese adults from 25% to 21% (VDH*)
- Reduce percentage of adult smokers from 21% to 19% (VDH*)

OTHER MEASURES

- Increase percentage of clients in disease management program from 9% to 25% (DMAS*)
- Reduce percentage of adults with high blood pressure from 25.4% to 23.5% (VDH*)

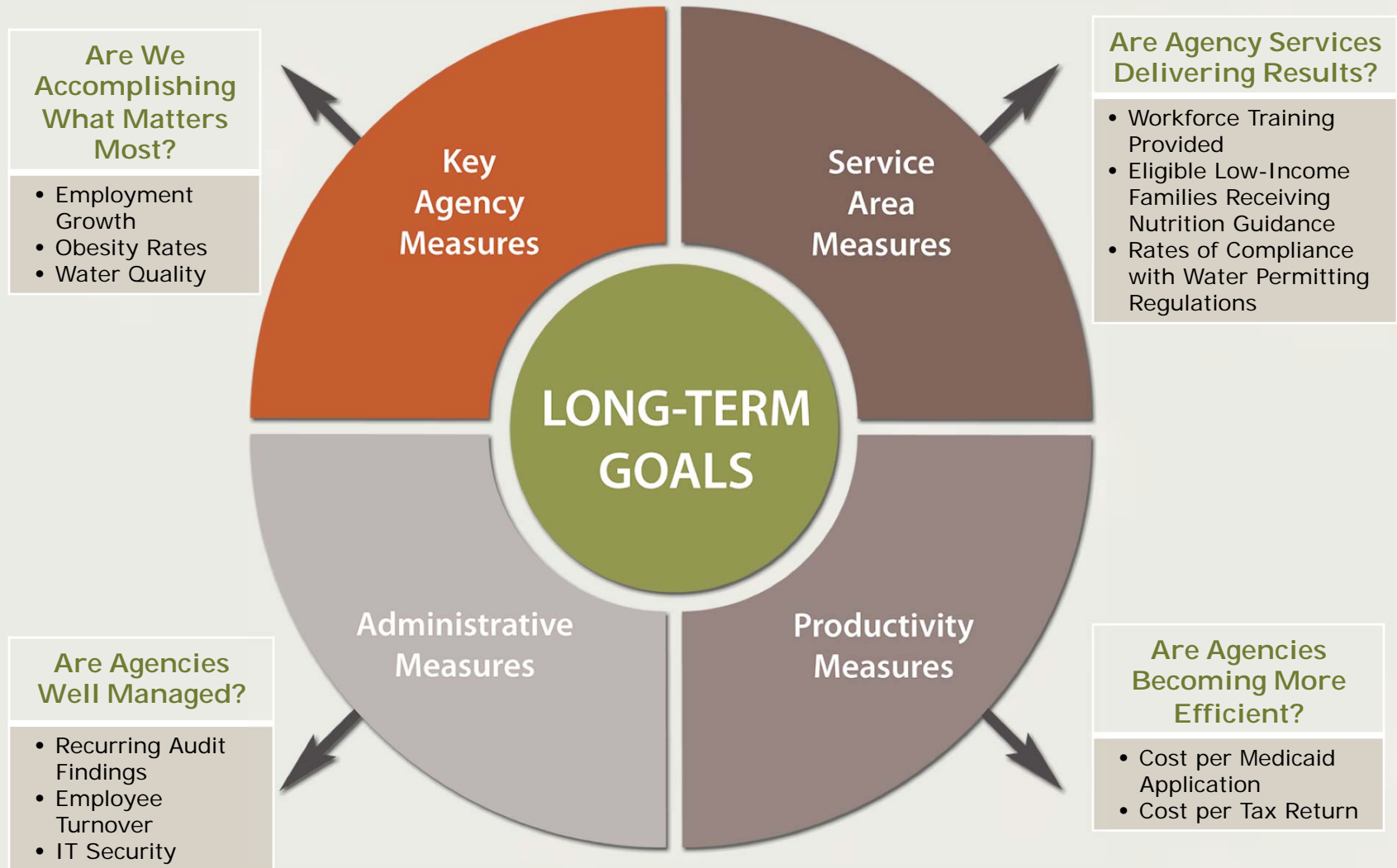
How is Virginia doing?

Are we getting results on our highest priorities?

Are we improving government services and operations?

* The acronym VDH stands for the Virginia Department of Health; DMAS stands for the Department of Medical Assistance Services.

Virginia Performs: An Integrated Performance Leadership and Accountability System



SCORECARD AT A GLANCE

Virginia Performs VISION FOCUS RESULTS

"Measuring what matters to Virginians."

Economy

Goal: Be a national leader in the preservation and enhancement of our economy.

Business Climate	↑
Business Startups	→
Employment Growth	→
Personal Income	↑
Poverty	→
Unemployment	→
Workforce Quality	↑

Natural Resources

Goal: Protect, conserve and wisely develop our natural, cultural and historic resources.

Air Quality	↑
Historic Resources	→
Land Preservation	↑
Solid Waste and Recycling	↑
Water Quality	↑

Education

Goal: Elevate the levels of educational preparedness and attainment of our citizens.

School Readiness	↑
3rd Grade Reading	↑
4th Grade Reading/Math	↑
High School Graduation	↑
High School Dropout	↑
College Graduation	↑
Educational Attainment	↑
Lifelong Learning	→

Transportation

Goal: Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

Infrastructure Condition	→
Land Use	→
Traffic Congestion	↓

Health and Family

Goal: Inspire and support Virginians toward healthy lives and strong and resilient families.

Adoption	↑
Cancer	↑
Cardiovascular Disease	↑
Child Abuse and Neglect	→
Foster Care	→
Health Insurance	↓
Immunization	↓
Infant Mortality	↓
Life Expectancy	↑
Obesity	↓
Smoking	↑
Suicide	→
Teen Pregnancy	→

Government & Citizens

Goal: Be recognized as the best-managed state in the nation.

Bond Rating	↑
Consumer Protection	↓
Internet Access	↑
Taxation	→
Voter Registration & Turnout	→

Public Safety

Goal: Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

Crime	↑
Emergency Preparedness	↑
Juvenile Intakes	→
Recidivism	→
Traffic Fatalities	↓

Virginia's Eight Regions



- Valley Region
- Northern Region
- Central Region
- Eastern Region
- West Central Region
- Southwest Region
- Southern Region
- Hampton Roads Region

Performance Trend

Improving	↑
Maintaining	→
Worsening	↓



Are We Making Progress?

	Improving		Maintaining	Losing Ground
Economy	Business Climate Personal Income, Wages & Salaries Workforce Quality		Business Startups Employment Growth Poverty Unemployment	
Education	Third Grade Reading Fourth Grade Reading & Math Achievement Educational Attainment	College Graduation High School Dropout High School Graduation School Readiness		
Health & Family	Adoption Smoking Cardiovascular Disease	Cancer Life Expectancy	Foster Care Child Abuse & Neglect Suicide Teen Pregnancy	Health Insurance Immunization Obesity Infant Mortality
Public Safety	Crime Emergency Preparedness		Juvenile Intakes Adult & Juvenile Recidivism	Traffic Fatalities
Natural Resources	Air Quality Water Quality	Land Preservation Solid Waste & Recycling	Historic Resources	
Transportation			Infrastructure Condition Land Use	Traffic Congestion
Government & Citizens	Bond Rating	Internet Access	Taxation Voter Registration & Turnout	Consumer Protection

How Does Virginia Compare to Other States?

INDICATOR RANK	1-10	11-20	21-30	31-40	41-50
ECONOMY					
Business Climate	●				
Business Startups		●			
Employment Growth		●			
Personal Income	●				
Poverty	●				
Unemployment	●				
Workforce Quality	●				
HEALTH & FAMILY					
Cancer Deaths			●		
Cardiovascular Disease			●		
Health Insurance				●	
Immunization			●		
Infant Mortality				●	
Obesity		●			
Smoking		●			
Suicide		●			
Teen Pregnancy		●			
NATURAL RESOURCES					
Historic Districts	●				

INDICATOR RANK	1-10	11-20	21-30	31-40	41-50
EDUCATION					
College Graduation-BA	●				
Fourth Grade Reading	●				
Fourth Grade Math		●			
High School Dropout	●				
High School Graduation		●			
PUBLIC SAFETY					
Emergency Preparedness	●				
Property Crime		●			
Violent Crime		●			
Traffic Fatalities			●		
TRANSPORTATION					
Infrastructure – Deficient Bridges			●		
Traffic Congestion – Commute Time					●
GOVERNMENT & CITIZENS					
Bond Rating	●				
Consumer Protection – ID Theft				●	
Internet Access—Digital Government	●				
Taxation				●	
Voter Turnout			●		

State Agency Performance

[Home](#) | [Agency Performance](#) | [List All Agencies](#)

Measuring what matters to Virginians

Virginia Performs

VISION
FOCUS
RESULTS

[Overview by secretariat](#) | [Select an agency](#)

[Agency Login](#) (password required)



[View Agency](#)

Department of Health (601)

Mission

The Virginia Department of Health is dedicated to promoting and protecting the health of Virginians.

Strategic Plan

Last modified: 9/17/2008

☐ [View Full Agency Plan](#) ☐ [Custom Report](#)

Select a service area plan

Immunization Program

Budget Summary

Biennium	Dollars		Positions	
	Year 1	Year 2	Year 1	Year 2
2008-2010	\$591,922,860	\$590,530,537	3,798	3,798
2006-2008	\$530,177,629	\$535,427,433	3,768	3,771
2004-2006	\$476,891,317	\$487,931,865	3,670	3,598

There are [0 capital projects](#) for this agency in Chapter 879, 2008 Acts of the Assembly.

Source: DPB's VABUD database - [More Budget Info](#)

Performance Measures

Governor's Key Measures

Productivity Measures

Other Agency Measures

Administrative Measures

☐ [Browse Measures](#) ☐ [Measure Reports](#)

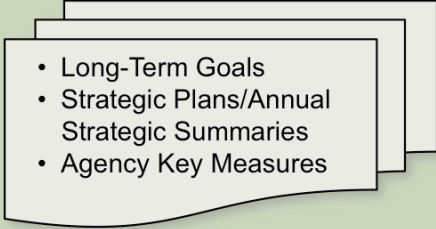
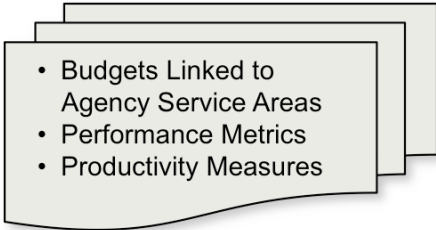
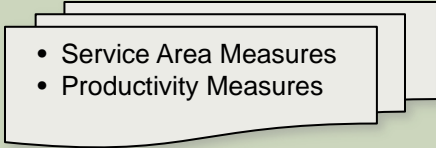
Measure

- ☐ 90% of two-year old children in Virginia will be appropriately immunized
- ☐ The percentage of adults in Virginia who are obese
- ☐ Percentage of adults
- ☐ Percentage of youth
- ☐ The teenage pregnancy rate among females ages 10-19 in Virginia
- ☐ Infant mortality rate
- ☐ The percentage of adults 65 years of age and older in Virginia who are appropriately immunized against influenza
- ☐ The percentage of adults 65 years of age and older in Virginia who are appropriately immunized against pneumonia
- ☐ The percentage of residents of long term care facilities in Virginia who have pressure ulcers
- ☐ The number of additional Virginia citizens who will gain access to safe and affordable drinking water will increase.

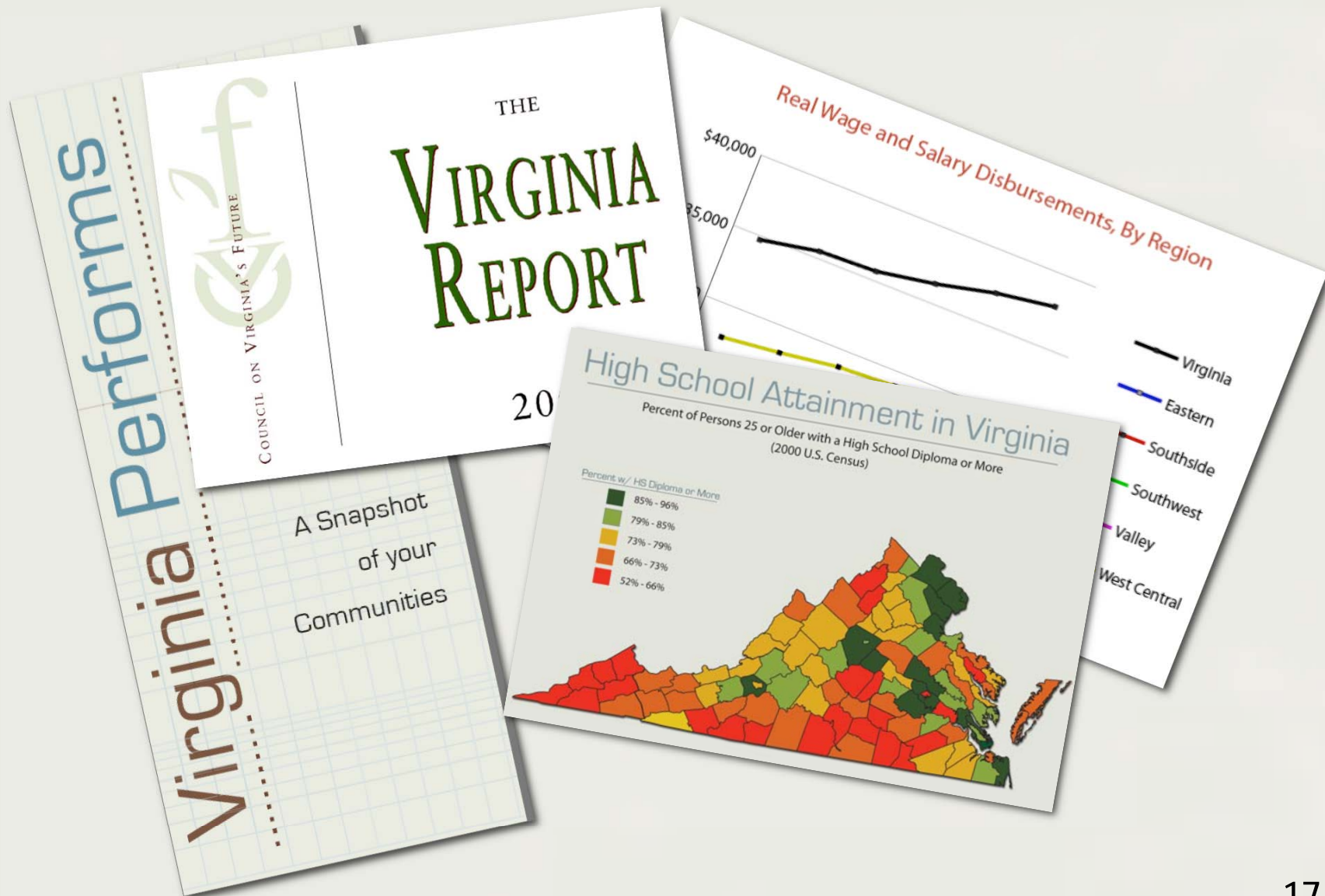
Are Agency Measures Aligned with High-Priority Goals?

Societal Indicator		Agency Measures		
Indicator	Performance Trend	Agency	Key Measure	Baseline/Target
Education				
Third Grade Reading	↑	Education	Third graders passing the reading standards test	84%/95%
High School Graduation	↑	Education	High school students exiting with a diploma	74%/80%
Health & Family				
Foster Care	➡	Social Services	Children adopted within 24 months of entering foster care	21%/37%
Immunization	↓	Health	Two-year old children fully immunized	84%/90%
Public Safety				
Traffic Fatalities	↓	Transportation	Traffic crash-related fatalities	946/846
Recidivism	➡	Juvenile Justice	New convictions within a year of release	37%/32%
Natural, Cultural, and Historic Resources				
Water Quality	↑	Environmental Quality	Nitrogen nutrients discharged in the Chesapeake Bay Watershed (millions of pounds)	26/ 22

Performance-Based Decision-Making

Issue	Benefits	Examples
Planning Enterprise-wide Budgets	<p>More clarity on desired outcomes and priorities</p>  <ul style="list-style-type: none"> • Long-Term Goals • Strategic Plans/Annual Strategic Summaries • Agency Key Measures 	<p>A focus on critical outcomes led to targeted investments:</p> <ul style="list-style-type: none"> • Foster Care • School Readiness • Water Quality
Targeting Agency Budget Reductions	<p>Identification of poor performance</p>  <ul style="list-style-type: none"> • Budgets Linked to Agency Service Areas • Performance Metrics • Productivity Measures 	<p>Performance measures helped identify under-performing programs:</p> <ul style="list-style-type: none"> • Employee Wellness • Food Services • Home Care
Maintaining a Long-Term Focus on Efficiency	<p>Improved targeting and tracking of improvement efforts</p>  <ul style="list-style-type: none"> • Service Area Measures • Productivity Measures 	<p>Better info on process costs led agencies to accelerate efforts for shifting customers to the Web:</p> <ul style="list-style-type: none"> • Tax Returns • DMV Registration Renewals

A Number of Products Complement the Web-based View



Concluding Remarks

- Key themes for performance leadership:
 - Put results first: Public investment decisions should be clearly tied to meaningful societal goals and evaluated through a focus on outcomes.
 - Openly assess progress: Emphasize transparency in operations and promote accountability.
 - Encourage positive change: Provide the right tools and incentives to promote innovation and productivity improvement.
- Next Steps
 - Focus on a critical long-term goal: Educational Attainment
 - Continue to integrate performance reporting with expenditures for key budgetary and programmatic initiatives.

Sites of Interest

Virginia Performs:

www.VaPerforms.virginia.gov

Hampton Roads Performs:

www.HamptonRoadsPerforms.org

Council on Virginia's Future:

www.future.virginia.gov

Productivity Investment Fund:

www.pif.virginia.gov

Jane N. Kusiak

1001 E. Broad St., Suite 430

Richmond, VA 23219

804.371.2346

covf@virginia.edu